



THE
PREMIER
PROGRAM
MANAGER'S
COURSE
OF THE
DEPARTMENT
OF
DEFENSE

DEFENSE
ACQUISITION
UNIVERSITY



PMT 401

10 WEEKS

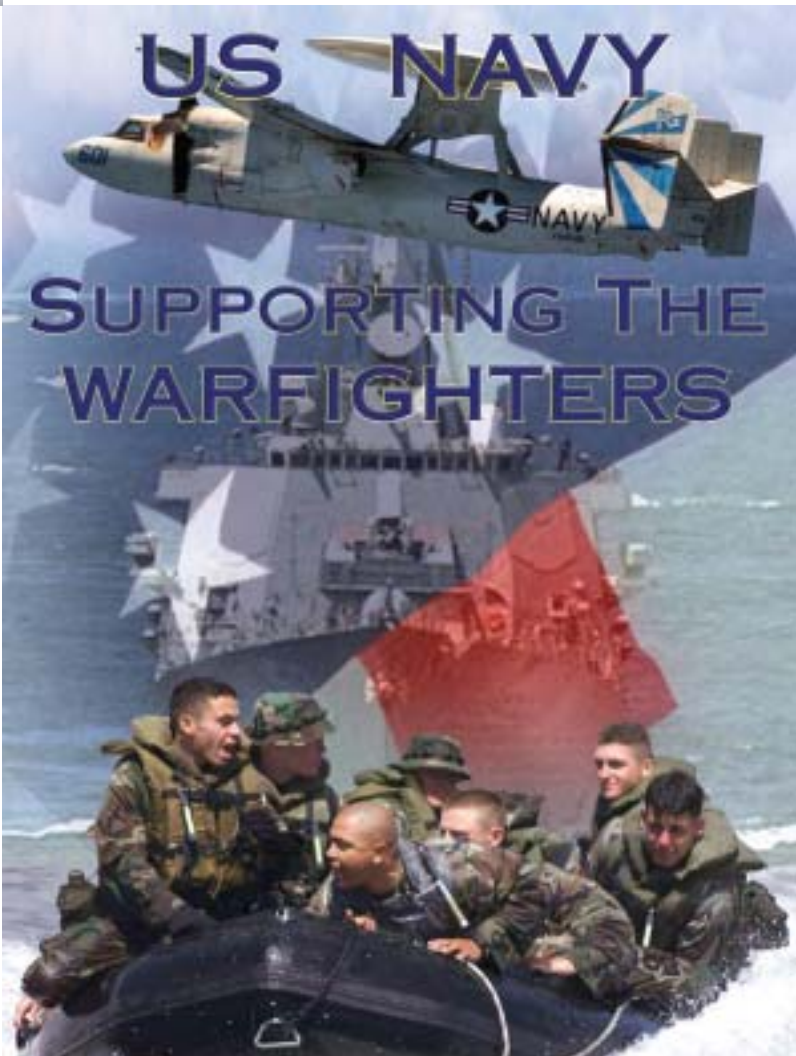
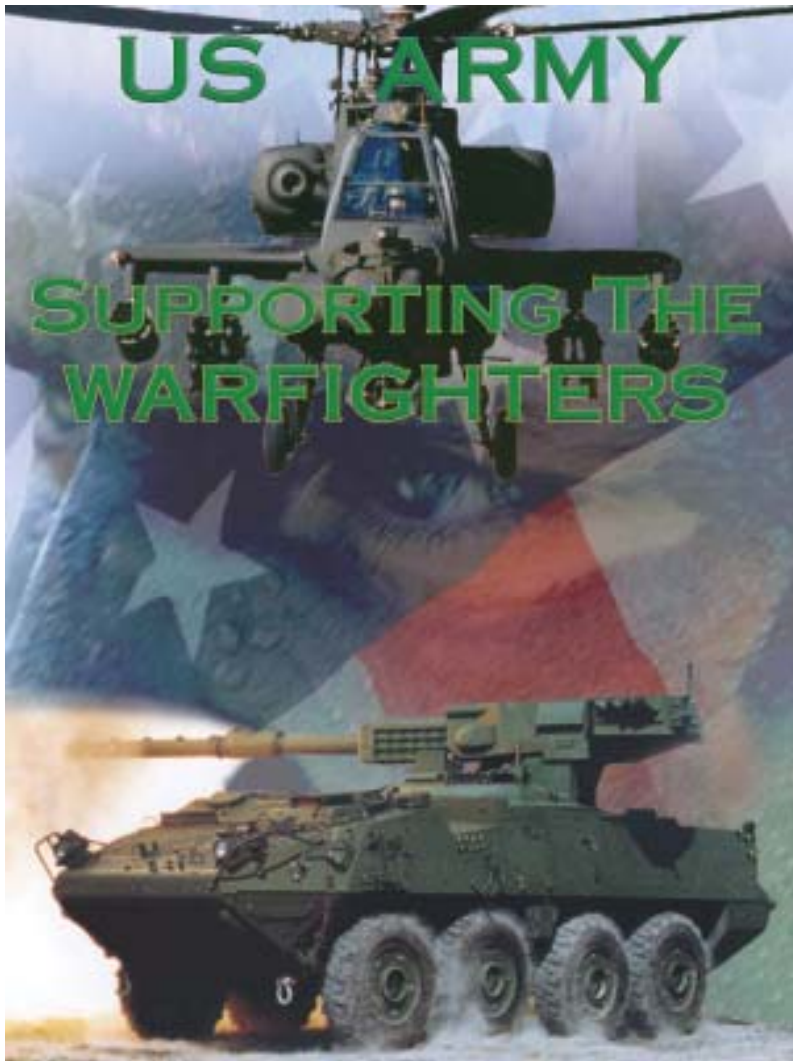
IN-RESIDENCE

FORT BELVOIR, VIRGINIA

Program Manager's Course



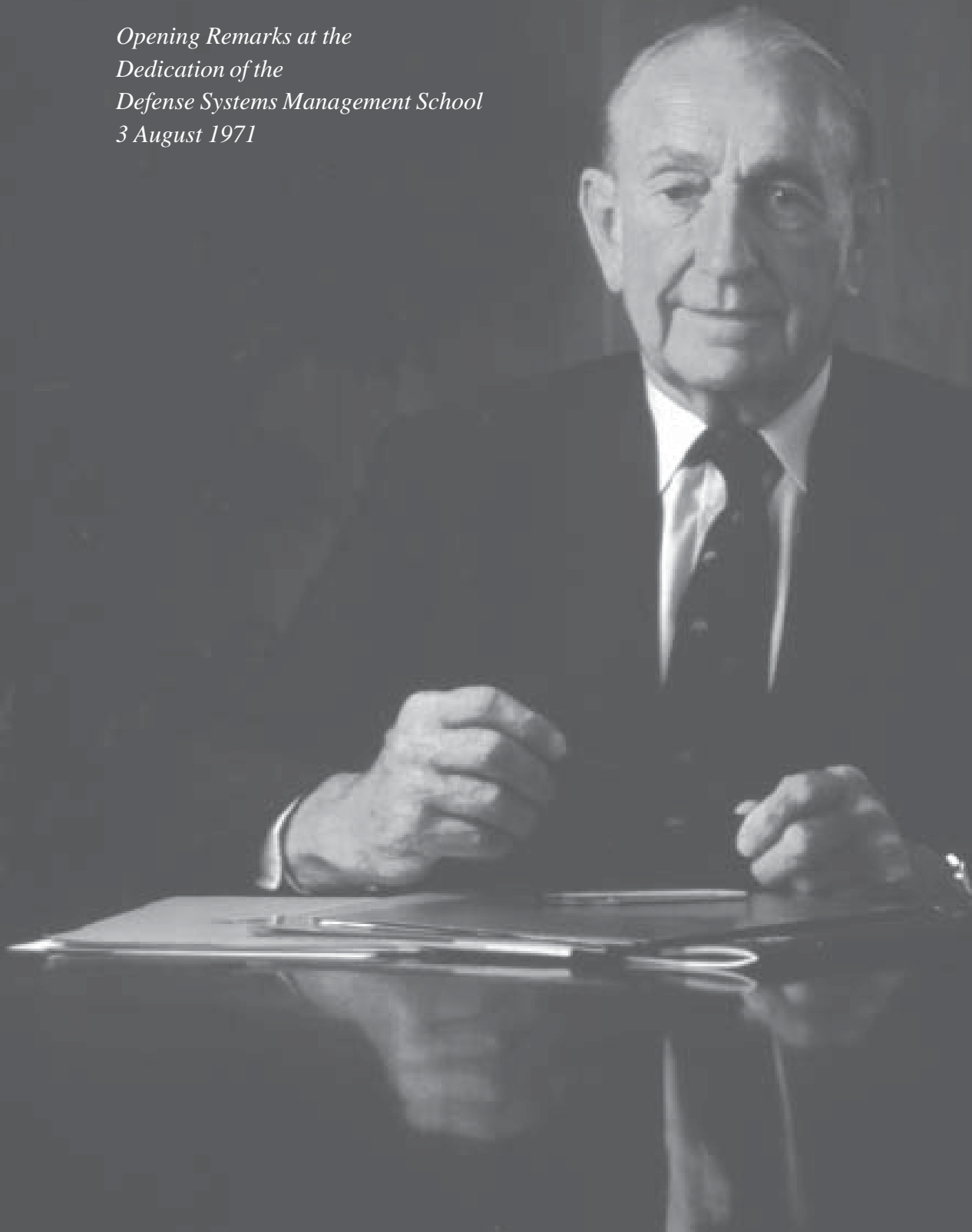
DEFENSE
SYSTEMS
MANAGEMENT
COLLEGE



*“...I note that you propose to use the case system.
I approve, but I want to give you a note of caution...
You can find many examples of how not to do it,
but you will have to plow some new ground
if you are to lead the way toward doing the job
the way it should be done.”*

*—The Honorable David Packard
Deputy Secretary of Defense (1969-1971)*

*Opening Remarks at the
Dedication of the
Defense Systems Management School
3 August 1971*



The Program Manager's Course PMT 401

DEDICATED TO SUPPORT THE WARFIGHTER

OFFERED BY:
DEFENSE SYSTEMS MANAGEMENT COLLEGE –
SCHOOL OF PROGRAM MANAGERS

SPONSORED BY:
DEFENSE ACQUISITION UNIVERSITY
AT FORT BELVOIR, VIRGINIA

The Program Manager's Course PMT 401

This rigorous, executive-level, in-residence, case-based course lasts 10 weeks. It is designed for highly motivated, experienced acquisition practitioners, specially selected for their potential as leaders of major acquisition programs, integrated product teams, and major command division chiefs.

Acquisition Practitioners Apply Critical Thinking to Achieve Sound Business Solutions and Decisions.



"Together, DAU and DSMC are the cornerstones of our training and education of the AT&L workforce training essentially all of our Program Executive Officers and Program Managers who make and deliver weapon systems to our forces. I am particularly impressed with the strategy-driven customer focus; the case-based training; and, of course, the strategic alliances that you've cultivated across all the universities, industry, and elsewhere."

—E.C. "Pete" Aldridge, Jr.
USD(AT&L)
Howell Auditorium
Defense Acquisition University

A Demanding Course That Relies on a Three-Step Learning Process ...

- Individual study and preparation per case (1–2 hours).
- Active participation in small group (6–8 person) discussion (20 minutes per case).
- Active participation in large group (24–32 person) discussion (80 minutes per case).

To Enable Students to Apply the Three-Step Learning Process

- Apply critical, strategic, and creative thinking to solve problems and dilemmas.
- Lead disparate groups, develop a cohesive team, and solve the complex problems common to program management offices.
- Apply best business practices to achieve win-win relationships with industry partners.

Course Composition

The course is constructed around eight over-arching themes involving primarily case studies that emulate real life acquisition-related challenges and dilemmas that provide each learner the opportunity to practice:

- Leading a program in a rapidly changing environment,
- Leading program management operations in different acquisition phases,
- Working effectively with higher headquarters,

Coalition Warfare Demands Interoperability.



Our Ultimate Objective: Provide Our Warfighters Systems and Weapons to Win.

- Working effectively with industry,
- Achieving and maintaining excellent customer relations,
- Applying appropriate tools for the evolving information environment,
- Working effectively with external organizations, and
- Leading joint and international programs.

Ingredients Essential for a Premier Course

- The Right Students
- The Right Faculty
- The Right Course Content
- The Right Course Construct



Program Managers Implement Smart Business Decisions.

The Right Students

Program Management career field training has been reengineered to enhance the performance of the acquisition workforce, and to better synchronize training and the progression of billets and responsibility over an individual's career. Optimally, a career in program management involves a sequence of training, interspersed with increasing experience and responsibility that culminates in selection to a senior program or acquisition management position.

By statute, Program Executive Officers and deputies, and ACAT I and II Program Managers and deputies, are required to complete an advanced program management curriculum (beyond Level III certification). OSD(C³I) has directed that ACAT IA program managers and deputies complete the same advanced training curriculum. As a result of the re-engineering of PM career field training, advanced training is now defined as PMT 401 (Program Manager's Course) and PMT 402 (Executive Program Manager's Course).

The right mix of students in each offering of PMT 401 is critical to the learning experience and the success of the course. The right mix includes experienced, Level III-certified members of the acquisition corps, primarily from the Program Management career field; a limited number of Level III professionals from other DoD acquisition career

fields with broad experience in program management; and professionals from industry.

Students shall be selected by their Service or Agency (in terms of potential, performance, and experience) to become program executive officers or deputies, major program managers or deputies (ACAT I/IA/II and large ACAT III programs), as well as leaders of major IPTs or functional divisions or departments. They shall be at the GS 14 or 0-5 grade or senior, with at least 4 years of experience in, or in direct support of, a program office.

Due to the advanced, multifunctional, integrated curriculum of PMT 401, Level III certification in one or more career fields is required. Individuals who are not certified Level III in program management are encouraged to complete Level II and III program management career field courses (PMT 250 and PMT 352) to increase their potential for selection for PMT 401 and to enhance their contribution to the course, if selected to attend. Prior to attendance and following completion of the above courses, students should have gained additional experience in challenging acquisition assignments.

The Right Faculty

A dedicated cadre of faculty, highly skilled, hands-on practitioners augmented by visiting professors and DAU professors possessing unique knowledge and experience to enrich the learning environment.



Visiting Professors

The Honorable Dr. Jacques. S. Gansler, former Under Secretary of Defense (Acquisition, Technology and Logistics); holder of the Roger C. Lipitz Chair in Public Policy and Private Enterprise, University of Maryland.

The Honorable Dr. J. Ronald Fox, former Assistant Secretary of the Army; Professor, Business Administration Emeritus, Harvard Business School.

The Honorable John J. Welch, Jr., former Assistant Secretary of the Air Force for Acquisition.

The Honorable John Douglass, former Assistant Secretary of the Navy for Research, Development and Acquisition.

William G. T. Tuttle, Jr., General, U.S. Army (Ret), former Commander, Army Materiel Command.

Lawrence A. Skantze, General, U.S. Air Force (Ret), former Commander, Air Force Systems Command.

Wayne E. Meyer, Rear Admiral, U.S. Navy (Ret), Aegis Program.

The Right Course Content

- Approximately 100 case studies/learning experiences bring reality into the classroom.
- Each case requires students to study, analyze, and discuss examples of commonplace problems actually encountered in defense program management.
- Most cases are written around a protagonist — PM, DPM, contractor PM, or other decision maker — describing: (1) a challenge or problem encountered, (2) the protagonist's analysis of the challenge/problem, and (3) the two or more options considered by the protagonist, each of which have positive and negative features.
- Dozens of personal interviews and hundreds of questionnaires resulted in the development of case studies.
- Other learning experiences include: an elective program, Congressional visits, Looking Glass behavioral simulation, distinguished guests, a small group project, and a Capstone Exercise.



The Right Course Construct

The rigor, length, course content, and intensity of the Program Manager's Course place significant demands on the students, as well as the faculty.

- Twelve-hour days, five days each week supplemented by individual and small group study on weekends is the norm. Residence on Fort Belvoir supports and facilitates this regimen.
- A nominal day:
 - 0730-0900, small group preparation for case studies to be presented that day;
 - 0900-1030, first case study;
 - 1030-1200, second case study;
 - 1200-1330, lunch; occasionally with speaker
 - 1330-1500, third case study;
 - 1500-1700, small group or individual study;
 - 1700-1830, dinner; and
 - 1830, small group or individual study.(NOTE: Each session includes a ten-minute break.)
- Full participation in all program activities is expected.
- Students must not be burdened by outside responsibilities during the course.
- There is one extended weekend break planned during the program.



Leaders Manage Effective, Agile Teams.

- The total aggregation of all cases will portray the acquisition life cycle with a number of variations reflecting innovative application of Evolutionary Acquisition and technology insertion to achieve reduced cycle time.
- The cases address all Services, joint, and international programs.

Diversity of Experience and Backgrounds Enhances Learning.



A Sampling of the Case Studies

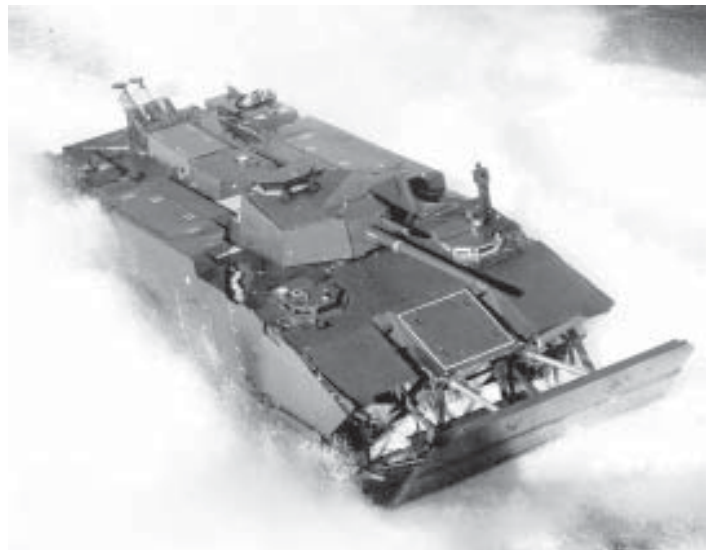
VA Class New Attack Submarine (NSSN)
Long-Range Mine Reconnaissance System (LMRS)
Reinventing General Dynamics
Standard Procurement System (SPS)
SH-60HR Helicopter
Small Satellite Technology Initiative (SSTI)
F-117 Aircraft
Joint Air-to-Surface Standoff Missile (JASSM)
Bradley Upgrade
F-22 Aircraft
C-17 Gamah Coupling
Software Management Reserve
DD-21 Manning
DDG-51
Space Based Soldier System (SBSS)
Norwegian Frigate
Remote Data Link Program (RDLP)
Next Generation Inertial Upper Stage (NGIUS)
Apache Helicopter
New Mast For LPD-17
Common Missile Warning System (CMWS)
ICBM Prime Vendor
Multiple Launch Rocket System (MLRS)
Arsenal Ship
Amphibious Assault Vehicle (AAV)
Air Combat Simulator System (ACSS)



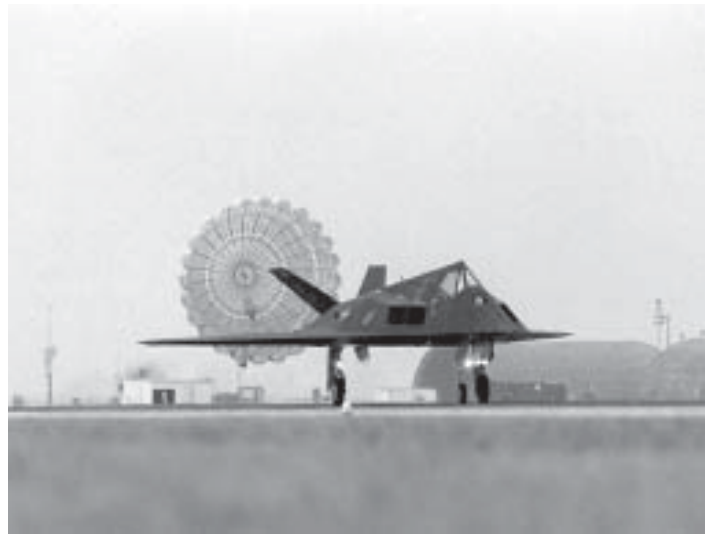
Own the Sea.



Win the Land Battle.



Joint Direct Attack Munition (JDAM)
Interim Armored Vehicle
UDLP Bradley Advanced Training System (BATS)
Advanced Amphibious Assault Vehicle (AAAV)
Advanced Medium Range Air-to-Air Missile
(AMRAAM)
V-22 Osprey
PMO Team Start-Up
Space Based Infrared Satellite System (SBIRS)
Gladiator
Trident II
Cruise Missile
Natom
Comprehensive Alpha Contracting
Global Air Traffic Management (GATM)
F/A-18 E/F
Joint Biological Point Detection System (JBPDS)
C-5 Avionics Modernization Program (AMP)
Colombian Black Hawk Helicopter
UAV Alternate Dispute Resolution (ADR)
Paveway
Comanche Helicopter
Multifunctional Information Distribution System
(MIDS)



Control the Skies.



Find, Fight, and Defeat the Enemy.



DAU and DSMC Campus Facilities

- The Defense Acquisition University was established in 1991 and is located on an historic, beautiful military post.
- DAU provides an executive development academic environment that includes the Acker Library and Learning Center, the most extensive library in the free world totally dedicated to acquisition management.
- Besides the Acker Library and Learning Center, Scott Hall offers other modern facilities to facilitate Adult Learning, including Howell Auditorium.
- DAU's Packard Conference Center offers additional adjacent meeting and ceremony facilities.



DSMC-SPM, Scott Hall

- The Defense Systems Management College – School of Program Managers was established in 2001 to conduct executive-level and international training and performance support.
- The DAU Wellness Center includes free weights, state-of-the-art exercise machines, and aerobics equipment with videos.

DAU Headquarters, Fort Belvoir, VA



DAU Acker Library and Learning Center



Howell Auditorium



Mr. Michael W. Wynne (PDUSD(AT&L)) addresses students in Howell Auditorium



Visiting Officers Quarters

- The modern Visiting Officers Quarters (VOQ) includes group study rooms. VOQ rooms are within easy walking distance of the classrooms and are equipped with telephones, kitchenette, and laptop computer. Each suite has a telephone, computer hookup, and shower. The fully-equipped kitchen includes a microwave and cooktop, mini-fridge, and coffeemaker. The bedroom includes a full-size bed and recliner.



VOQ bedroom



Visiting Officer Quarters



VOQ kitchen

Student Comments

- Outstanding class. I've recommended it to other PMs already.
- The best learning experience I have ever had.
- I got more out of this course than any other course I ever attended, either in college or in DAU. A "must have" course.
- Excellent course. Best DAU course I've ever attended. Good model, good execution. I really believe this is real learning.
- Think it is the right way to learn—via cases.
- Educational in that it exposes a contractor to the training and thought patterns of the government.
- The case method provides insight into real cases, real scenarios, and sometimes even real outcomes. This type of learning is not provided in the typical learning environment.
- PMT 401 has re-activated the stimuli that are required for out-of-the-box applications. This course DOES provide a useful approach to problem solving.
- I think that PMT 401 is raising my level of usefulness as a PM and future system program director.
- Having students live together is a must for this course.
- Excellent and productive for supporting the war fighter needs. Thanks for this opportunity.
- This is a superb course that I feel fortunate to have had the opportunity to attend! I would highly recommend it to other acquisition professionals.
- This course was fantastic. The case method is great and you hit the right mix of workshops and cases.
- An insightful adventure. Learned SO much from others and the superb staff. Critical/Strategic/Analytical/Creative Thinking and Problem Solving techniques are of great value, now and in the future.
- Excellent job of developing critical thinking skills and how to use them in daily personal and work life.

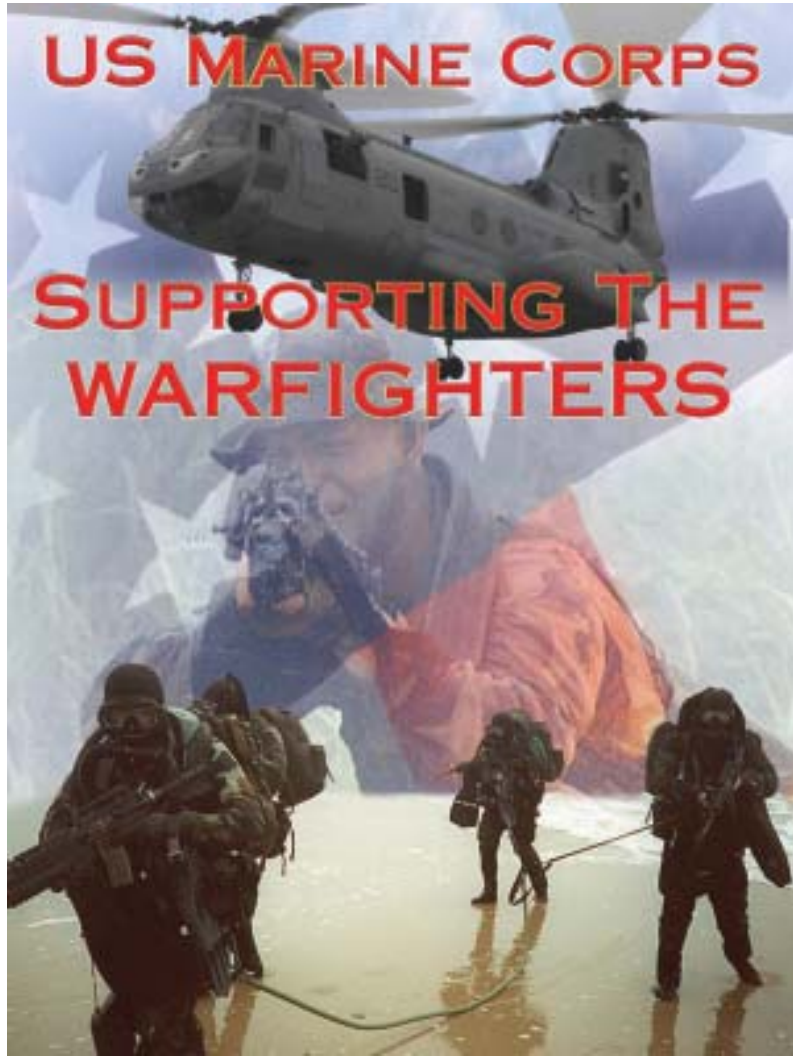


TYPICAL 2-WEEK SCHEDULE OF THE PROGRAM MANAGER'S COURSE PMT 401

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:30	SMALL GROUP	SMALL GROUP	SMALL GROUP	SMALL GROUP	SMALL GROUP
9:00	CRUISE MISSILE (CMCS)	NORWEGIAN FRIGATE	AAV	NEW PROGRAM OR UPGRADE F/A 18 E/F	FX-96B AIRCRAFT
10:30	THE FSX PROJECT	LPD-17 ADVANCED MAST	UDLP/BATS	CNSP-CBM	FX-96B AIRCRAFT
12:00	LUNCH	LUNCH	LUNCH	LUNCH WITH DGP TBD	LUNCH
1:30	A-2 UAV ADR	WWPLCS	F-22 REQUIREMENTS MGT	GATM	MLRS
3:00	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY
5:00			DINNER WITH DISTINGUISHED GUEST PRACTITIONER (DGP)		
WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:30	SMALL GROUP	SMALL GROUP	SMALL GROUP	SMALL GROUP	SMALL GROUP
9:00	MAVERICK	ICBM PRIME CONTRACT	APACHE HELICOPTER	INTERIM ARMORED VEHICLE	DGP
10:30	GLADIATOR	MARTIN MARIETTA	ARSENAL SHIP	COLOMBIAN BLACKHAWK HELICOPTER	RECAP STUDENT FEEDBACK
12:00	LUNCH	LUNCH	LUNCH DGP TBD	LUNCH	LUNCH
1:30	JSF	MEASURING SOFTWARE QUALITY	MIDS	SBIRS	
3:00	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY	SM GROUP OR INDIV STUDY
5:00					

US MARINE CORPS

SUPPORTING THE
WARFIGHTERS



US AIR FORCE

SUPPORTING THE
WARFIGHTERS





PMT 401

<http://pmt401.dau.mil>